CASE STUDY

Future-proofing organisational design whilst minimising disruption and dissatisfaction

The challenge

New pipeline assets can mean that departmental structures need rethinking. Our client wanted to explore a restructure to optimise long-term revenues through right prioritisation around pipeline versus in-market assets, and to ensure the team would be at the forefront of innovation and external environment shaping.

Our approach

- Formulated objective-based recommendations to rationalise structures and headcount within the global market access team.
- Developed new structures, roles, responsibilities, supporting tools and team investment to enable the team to uplift their impact.
- Standardised activities across assets to drive consistency and communication, providing best-practice approaches with clear templates.

How we made a difference

- Introduced clear governance and accountabilities, to ensure balance between pipeline and launch assets to optimise long-term revenue for the company.
- Worked with the team, lowering resistance to change and ensuring the team felt like they were part of the process.
- Rapid execution to minimise disruption – completing the restructure in 2 months.

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